

TCOM

VERMONT CANS 2.0

Key Principles and Strategies for Practice

Suzanne Butten, Ph.D.
TCOM Teamy/Praed Foundation

Fb/twitter: @PraedFoundation tcomconversations.org

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Today's Agenda

9:00 to 10:00	Introductions & TCOM Refresher
10:00 to 10:30	Communimetrics & Using the Action Levels
	10:30 Break
10:45 to Noon	Teaming & Consensus-Based Assessment
	Noon Lunch
1:00 to 1:45	Consensus Building Strategies
1:15 to 2:30	Collaborative Treatment Planning in a TCOM Framework; Small Group Practice
	2:30 Break
2:40 to 3:00	TCOM Data Use
3:00 to 3:15	Certification & TCOM Practice: Resources and Supports
3:15 to 4:00	Q&A; Wrap Up

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Transformational Human Serving Systems Should Be Effective.

4

TCOM: Engineering Personal Change

Transformational Collaborative Outcomes Management

- Transformational:** Our work is focused on personal change.
- Collaborative:** We must develop a shared understanding and vision.
- Outcomes:** What we measure is relevant to the decisions we make about the strategies and interventions we use.
- Management:** Information gathered is used in all aspects of managing the system from planning for individuals and families, to supervision, and program/system operations.

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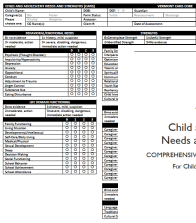
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TCOM: The Journey Through Care

Engagement Collaborative Assessment Action Planning Monitoring and Adjusting Transition

Information from TCOM tools such as the CANS is designed to follow the course of the child/youth and family from system engagement to goal attainment and transition. Person-centered information is used to support decision-making at every level of the system.

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TCOM Strategy

The CANS is part of a suite of tools that are used as a strategy for:

- organizing information
- improving communication
- building consensus in an integrated, collaborative and transparent service context

VERMONT
Child and Adolescent
Needs and Strengths 2.0
COMPREHENSIVE MULTISYSTEM ASSESSMENT
For Children and Youth Ages 5-12

2019
REFERENCE
GUIDE

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How is a Transformational System Different?

Component	Service System	Transformational System
Assessment	Eligibility focus: Manage 'hello' (Access)	Change focus: Balance 'hello and goodbye' (Access and Egress)
Supervision	Time spent & compliance	Teaching effectiveness
Productivity	Caseload management	Workload management
Population Served	Incentives to serve the least challenging	Incentives to serve the most challenging
System Priority	Serve as many people as inexpensively as possible	Serve as many people as effectively as possible

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COMMUNIMETRICS & USING THE ACTION LEVELS

Refresher

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COMMUNIMETRICS

Communimetrics is designed to make thinking processes transparent and provide a conceptual organization or framework for the thinkers to be attuned to the relevant factors that must be thought through in any particular circumstance.

Lyons (2009)

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6 Key Principles of a Communimetric Tool



- 01 Items are selected because they are relevant to service/case planning.
- 02 Each item uses a 4-item rating scale that translates into action.
- 03 Rating should describe child/youth, not the child/youth in services.
- 04 Consider culture and development before determining ratings.
- 05 The ratings are agnostic as to etiology; it's about the What, not the Why.
- 06 Use a 30-day window in considering what is relevant to children, youth and their families.

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What does "translate into action" mean?

- Action levels contextualize a person's circumstances.
- Action levels can suggest a target of an intervention.
- Action levels can point to what might change (an outcome) as a result of an intervention.



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Need is dangerous or disabling
Immediate action/intensive action required.

2

Need interferes with functioning
Action/intervention required.

1

Significant history of need; or possible need that is not interfering with functioning
Watchful waiting/prevention/additional assessment.

0

No Evidence of Need
No action needed.

Action Levels:
Needs

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Needs: Think about functioning to determine the action level...

The basic design for rating NEEDS

Rating	Level of Need	Appropriate Action
0	No evidence of need.	No action needed.
1	Significant history or possible need that is not interfering with functioning.	Watchful waiting / prevention / additional assessment.
2	Need interferes with functioning.	Action / Intervention required
3	Need is dangerous or disabling.	Immediate action / Intensive action required

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Example: Shawn

Shawn's parents worry that he is not getting enough sleep at night because of playing video games with this friends. Shawn agrees. Shawn reports that he is very tired at school, and that his grades are slipping in one course because it is scheduled for early morning, when he is the most tired.

Shawn says he catches up on sleep every weekend, and that other schoolwork and activities are going well.

04

What ACTION LEVEL applies?

01

Evidence of a need in Sleep?

02

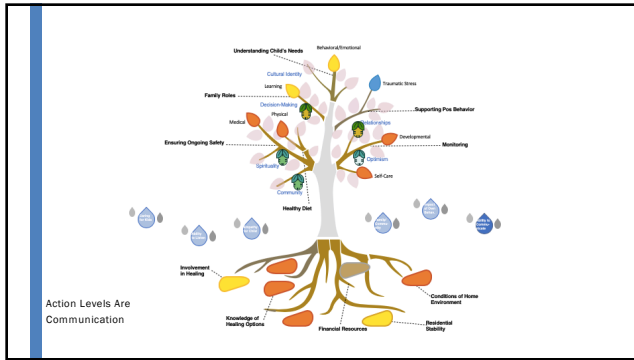
Is the need interfering with functioning?

03

Is the need dangerous or disabling?

ACTION

15



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Action overrides anchor.

Item description

Anchor

Action levels

SA: SELF-CONDUCT DURING BRILL
The item asks the child youth to participate in self-care activities, including eating, bathing, dressing and toileting.

Rating and Description

0 No current need or need for action.
Child youth's self-care and daily living skills appear developmentally appropriate. There is no reason to believe that the child youth has any problems performing daily living skills.

1 Identified need that requires monitoring, watchful waiting, or preventive action based on history, suspicion or diagnosis.
Child youth requires some assistance or self-care tasks or daily living skills or appears that there could be expected for age. Development in this area may be slow.

2 Action is required to ensure that the identified need is addressed; need is developing with persistence.
Child youth requires assistance or support in performing self-care tasks or daily living skills or appears that there could be expected for age. Development in this area may be slow.

3 Need is diagnosed or suspected; requires immediate and/or intensive action.
Child youth is not able to function independently at all in this area.

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Action Levels: Strengths

3

2

1

0

Currently not a strength
Considerable building/effort required to identify or create strengths.

Strength is potentially useful
Strength requires building in order to be useful to the individual or for planning.

Strength is useful
Strength is evident and can be accessed; Strength could be useful for planning.

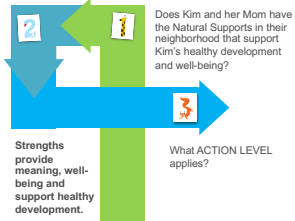
Well-developed centerpiece strength
Easily accessible and very useful for the individual and for planning.

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Example: Kim

Kim (who is 12) and her Mom have lived in the same neighborhood since she was two. They know all the neighbors well. When Mom is at work, neighbors help by getting Kim off the bus, feeding her a snack, and helping her with schoolwork. Kim's Mom has become particularly close to an elderly woman next door. She and Kim call her "Grandma," and they are invited to dinner at her house most Sundays.

If Kim's Mom is struggling with the stress of being a single parent, can you build a care plan around the natural supports that they have?



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Strengths: Think about whether the individual can use a strength to determine the action level...

The basic design for rating STRENGTHS

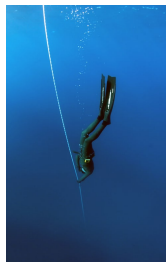
Rating	Level of Strength	Appropriate Action
0	Centerpiece strength.	Central to planning.
1	Strength present.	Useful in planning.
2	Identified strength.	Build or develop strength.
3	No strength identified	Strength creation or identification may be indicated.

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Principle 3: Deeper Dive

- ✓ "Ratings should describe the child or youth, not the child or youth in services."
- ✓ Another way to think about this principle is to think about "masking."
- ✓ If an intervention is present that is masking a need (as opposed to resolving a need) that need should be rated as if the intervention were not present.
- ✓ "Would this need be actionable again if the service providing support around the need is withdrawn?"
- ✓ This principle asks us to think about the services, treatments and interventions that are in place.
- ✓ What are some services that you or your colleagues provide that might mask in some cases, improve in some cases, and resolve in other cases?



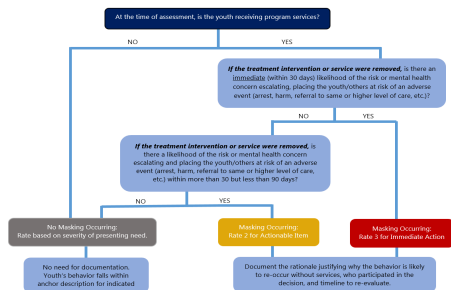
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Small Group Exercise: Practicing the Third Key Principle

- Divide into groups of three or four
- Read the mini-vignette
- Talk through the vignette using the Principle 3 Decision Tree handout
- Assign a rating
- Let's practice one together!



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15 Minute Break

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COLLABORATIVE
ASSESSMENT &
ENGAGEMENT

Seeking the Truth Through the Story

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TCOM IS NOT
EASY

What do you value in a good team (a team whose work leads to good outcomes)?

What are the challenges of building a good team? Teaming?

Sometimes I think the collaborative process would work better without you.

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Using the CANS in Assessment

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How the CANS Should Be Used

- Clearly communicate the purpose of the involvement with the family.
- Develop an understanding of the family's past experiences, current situation, concerns, strengths, and potential.
- Demonstrate respect, genuineness, and empathy for all family members, as defined by the family.
- Actively listen to each family member.
- Respond to families' concrete needs quickly.

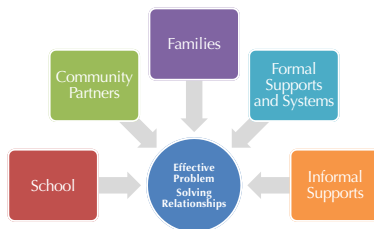
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Constructive Relationships & Support Networks

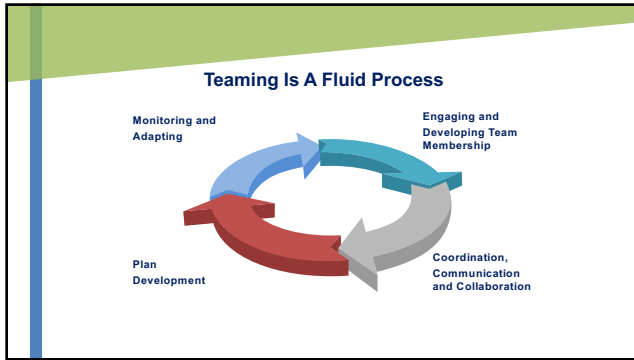


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How Does the CANS Support Communication and Consensus?



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Relevant Item Grid	
Useful Strengths	Strengths to Build
Strengths to Use (2's and 3's) <ul style="list-style-type: none"> from Strength Domain for child/youth from the Caregiver Resources & Needs Domain that constitute strengths for Caregiver(s) 	Strengths to Build (2's and 3's) from Strength Domain for child/youth
Target Needs – Child/Youth	Target Needs – Caregiver(s)
2's and 3's from all Child Domains & Relevant Extension Modules	2's and 3's from Caregiver Resources & Needs Domain

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Small Group Exercise:
Organize Needs & Strengths for Julia & Family



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Using the CANS in Assessment



Assessment &
Engagement Skills

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The Collaborative Assessment: Part of a Larger Process



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*"The output of the process of
understanding should be a prioritization
based on what can be done to HELP."*
John Lyons

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Why assess collaboratively?

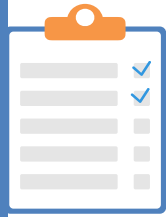
- Consensus-based assessment is a conflict resolution strategy of getting on the same page.
- Consensus-based assessment is an engineering solution. We find out what is happening, why it is happening, how we will help.
- It is much easier to reach consensus about what as opposed to why. Shame and blame is in the why.



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Skills Associated with Assessment



- ✓ Assess and respond to current level of youth/family engagement
- ✓ Conduct a comprehensive assessment that engages the youth and family.
- ✓ Identify barriers to family/youth participation in the assessment.
- ✓ Begin to build consensus on the multiple perspectives of the family's story.
- ✓ Collaborate to integrate information from multiple sources (the CANS-NY can help).

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Approaches to Administering the CANS

Approaches	Individualistic	Culturally Sensitive	Family and Youth Centered	Efficient
FLYING SOLO	Extremely (wrong Individual)	Not Likely	Not Likely	YES
TABULA RASA	Possibly (Not often)	Possibly (Not likely)	Perhaps	Not Terribly
PRIORITIZING	Possibly (Not Always)	Possibly	Possibly	Extremely
ADVANCED SCORING	YES	YES	YES	YES

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Training Exercise: Introducing TCOM & CANS-NY

- Break into groups of 3.
- In your team, develop a creative Intro that will help partners (youth, family members, other professionals) understand the collaborative assessment process. Use the prompts below to help structure the Intro:
 - Why do we assess?
 - Why is it important to do this collaboratively?
 - How does the CANS-NY fit into the assessment process?
- Role play the Intro.
- Finally, brainstorm together how you might apply this in an assessment or supervisory session.

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Professional Development & Supervision: Building Fluency

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Fluency is Key to Using the CANS-NY Effectively

Stage of Fluency	Characteristics
Preproduction	<ul style="list-style-type: none"> • Certification training • Reading the manual
Early Production	<ul style="list-style-type: none"> • Completion if the tool involves referencing the manual for each rating
Speech Emergence	<ul style="list-style-type: none"> • Has good comprehension of the tool. • Occasionally uses the manual to understand items. • Occasionally misses connection between multiple items.
Intermediate Fluency	<ul style="list-style-type: none"> • Has excellent comprehension. • Use of the tool is quick and efficient.
Advanced Fluency	<ul style="list-style-type: none"> • The student has a near-native level of speech. • Frequently makes CANS jokes around the office. • Begins developing their own version of the tool.

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A Developmental Approach

NOVICE FLUENCY: PRE-EARLY PRODUCTION	DEVELOPING FLUENCY: SPEECH EMERGENCE	CONFIDENT FLUENCY: INTERMEDIATE	ADVANCED FLUENCY: ADVANCED
<p>New to TCOM/CANS</p> <ul style="list-style-type: none">✓ Full-day TCOM and CANS Training (in-person).✓ Enhanced content on tcomtraining.com✓ Mini-vignette domain level review.✓ Observe seasoned CANS user conduct a collaborative assessment.	<p>Certified: Learning to Use the CANS in Practice</p> <ul style="list-style-type: none">✓ Role-play introduction to youth and family of CANS, action level language, or individual domains.✓ Role-play using action levels to build consensus.✓ Conduct a collaborative assessment with a seasoned CANS user.✓ Review CANS and discuss care plan in supervision.	<p>Using CANS to Organize the Assessment Process</p> <ul style="list-style-type: none">✓ Combine traditional case presentation with CANS review and revision. Identify gaps in service based on needs and strengths identified.✓ Use the TCOM Action Planning Worksheet to:<ul style="list-style-type: none">• organize needs & strengths.• practice the clustering strategy to develop goals.• role-play structured learning and goal-setting with youth and family.	<p>CANS Driven Assessment and Care Planning</p> <ul style="list-style-type: none">✓ Schedule a team CANS review on a challenging case.✓ Develop a plan for role-play addressing low or no progress on goals with a family.✓ Review aggregate of caseload CANS data with supervisors.✓ Use the CANS to reinforce ICPM and develop teaming within the CFT.✓ Use CANS data to help supervisee identify learning needs.

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Collaborative Assessment: Strengths

Strengths

Allocate time in assessment and supervision to talk about strengths.

Identify

Identify strengths that are currently present. Include Caregiver Strengths.



Focus

Help the family and youth operationalize how each strength serves serves them.

Build

Talk about what strengths might be built (2's or 3's)

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Developing a Shared Vision

When working on developing the Shared Vision Statement with the youth and family, it is helpful to try to answer one of both of the following questions:

- Where do we see ourselves when our work is completed? What will we have achieved?
- What will change look like in the youth or family given the context of our relationship and the work that we do?



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Useful Strengths – Child/Youth and Caregivers	Strengths To Build – Child/Youth
Strengths to Use (0's and 1's) from Strength Domain for child/youth Caregiver Needs and Strengths Domain that constitute strengths (0's and 1's) for caregivers	Strengths to Build (2's and 3's) from Strength Domain
Actionable Needs – Child/Youth	Actionable Needs – Caregivers
2's and 3's from: Behavioral/Emotional Needs, Life Functioning, Risk Behaviors, Cultural Factors	2's and 3's from Caregiver Resources and Needs Domain


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Using the CANS in Assessment





Building Consensus

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Consensus Building: Skills

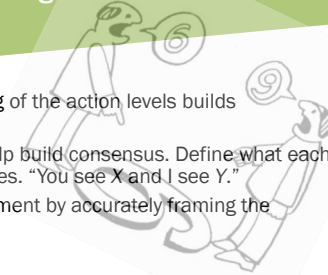
1. Framing the problem.
2. Having an open discussion.
3. Identifying underlying concerns.
4. Developing proposals.
5. Modify proposals / developing a preferred solution.
6. Assess Degree of Support
7. Choose a direction – or – Return to Step 3

Adapted from Hartnett, T., (2011) Consensus-Oriented Decision-Making. BC, Canada: New Society

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Resolving Disagreement: Skills

- Collaborative rating of the action levels builds consensus.
- Description can help build consensus. Define what each party sees/perceives. "You see X and I see Y."
- Translate disagreement by accurately framing the problem.



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Transparency: Skills

- ✓ Respect: Explain what is happening, what you are doing, and how the family can use the tools to support their own goals.
- ✓ Patient: Take the time to think about what you know, and how you should disclose it to the youth/family.
- ✓ Action-oriented: "Nothing about us without us."

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Empowering Caregivers: Transparency

The Child and Adolescent Needs and Strengths (CANS) Assessment
CANS Cheat Sheet for Caregivers

Needs Scoring

- 0= means there is no "need" or problem in a particular area.
- 1= means that an issue might require a little attention or an issue that we want to keep our eye on, there can also be rated a "1" if we want to do some prevention to make sure problems don't resurface.
- 2= means that there is a problem that should be worked on. For scoring it is less important to figure out what we need to do, or what is going to do it (that will come in the plan), we simply are trying to agree that there is a problem that needs attention.
- 3= means that there is a problem that needs to be addressed immediately/ items rated as 3's indicate areas where there is significant concern and require immediate attention.

Strengths Scoring

- 0= means this is the best thing the youth has going for them, it is the best rating a youth can get in the area of strengths.
- 1= means a strength that can be useful when service/case planning with a youth.
- 2= means this is not a useful strength, but has potential. For these items the team needs to decide if they can build these strengths.
- 3= means there is no strength identified in a particular area.

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Empowering Caregivers: The Cheat Sheet

Pre for Assessment Meeting

- Make sure you have enough time set aside to talk about the current issues and past events. If you need more time suggest a follow up meeting.
- Don't try to solve problems during the assessment meeting. Simply try to get on the same page with the team about the needs and strengths.
- Review the previous CANS assessment before the meeting (if there was one). Think about what has changed since then.
- Make sure important team members are invited, if they can't attend get their input before the meeting.

During the Assessment Meeting

- Remember the importance of being open and transparent with your child's team about what is going on with your child and family.
- Remind yourself of the "big picture" of your child and family's needs, while staying focused on, and prioritizing your child's most important needs.
- At the end of the assessment, schedule a time to develop the service plan with your worker/team.

Follow Up after Assessment Meeting

- Make sure you obtain a copy of the assessment, check it for accuracy.
- Track progress of the youth building strengths and working on areas of need.
- Use the assessment to guide the development of the plan. Make sure areas of need are addressed in the plan.
- If an identified need will not necessarily need to be addressed separately. Work with the team to come up with ideas about how the different types of needs your child has might be related to one another. This will allow the team to develop targeted goals and work to achieve improvements in multiple areas of your child's life.

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Sensitive Topics



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Techniques Supported by Action Level Language

- Preparation,
- Ask for facts, not judgments,
- Ask for specifics,
- Use closed-ended questions , move from closed to open,
- Assume the behavior is occurring/need is there in the way that you ask,
- Take care with wording. How would you like to be asked?
- Use response choices (action levels are GREAT for this).

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TREATMENT PLANNING & GOAL SETTING FROM A TCOM PERSPECTIVE

Overview & Practice

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TCOM GPS ... Guiding and Supervising Action Planning



Developing Targeted and
Effective Goals Using the
CANS

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Translating TCOM Into the Care Plan

Theory of Change	Process	Aspect of Plan	TCOM Framework
Where are we now?	Complete the CANS	• Presenting Issues	• Relevant Needs and Strengths (Prioritized CANS items)
Where do we want to be?	Identify GOALS	• Goal	• Shared Vision • Anticipated Outcomes
How are we going to get there?	Identify OBJECTIVES	• Behaviorally-based Objectives • Action Steps/Strategies to Achieve Objectives	• Target Needs
What do we need to consider?	Identify ISSUES TO CONSIDER for the plan	• Contextual Issues	• Background Needs

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The What & The Why: Understanding Needs & Strengths

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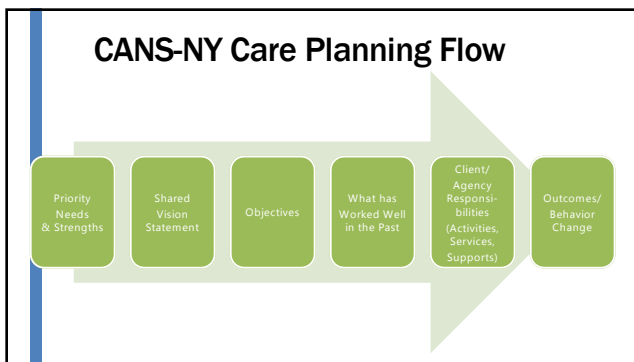
ACTIONABLE NEEDS

Background/Context Needs	Target Needs	Goals/Anticipated Outcomes
Static needs – things that cannot change <ul style="list-style-type: none"> Identified needs that inform our focus and choice of services and supports. Background needs may require attention in order to prevent other needs from occurring. 	Causes <ul style="list-style-type: none"> Effective services/supports around these needs will likely result in direct change of the need. Changes in these needs also likely to change Goals/Anticipated Outcomes. Plan objectives will directly target these needs. Can include strengths to build. 	Effects <ul style="list-style-type: none"> Needs expected to shift as a result of effectively addressing the target needs.
Needs we cannot change	Needs we can change	Needs that shift as the effect of change

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Useful & Buildable Strengths		
Centerpiece Strengths	Useful Strengths	Strengths to Build
<ul style="list-style-type: none"> A well developed strength; may be used as a protective factor. Can be linked to a target need to facilitate change. Includes Safety/Acts of Protection by a parent. 	<ul style="list-style-type: none"> Strength that is evident, but requires effort to maximize it. Can be linked to a target need to facilitate change. Includes parents' Supporting Strengths that do not meet the level of Safety. 	<ul style="list-style-type: none"> Strengths that require building efforts before they can be useful for the individual. May be something important to build and by doing so, support change on a target need.
When linked to need, strength effects change	When linked to need, strength effects change	If built, strength can support change

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COLLABORATIVE ACTION PLANNING FROM A TCOM FRAMEWORK

Small Group Exercise

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Step 1: Identify Relevant Strengths and Needs

Create a summary of the relevant needs and strengths:

- List the caregiver's strengths (from those items that could be considered strengths or resources for the individual)
- List the caregivers' needs
- List the client's strengths
- List the client's needs



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Useful Strengths – Child/Youth and Caregivers	Strengths To Build – Child/Youth
Completed for Julia & her family	Completed for Julia
Actionable Needs – Child/Youth	Actionable Needs – Caregivers
Completed for Julia	Completed for Julia & her family

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Step 2: Developing a Shared Vision

- Start with where we are now (*the identified needs and strengths – the ‘what’*),
- Work with the youth and family define our vision (*which is where we would like to get to – the goal*) and
- Identify how we are going to get there (*organizing around of theory of why things are the way they are and what we think can do to create change – objectives and services*).

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Multiple Voices

What will change look like for Theo and for his family?

Primary Concern	Goal/Vision
Julia	
Aunt & Uncle	

When our work with Julia and her family is complete, what will have been achieved?

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Shared Vision
Statement

Overall Goals

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Step 3: Sort and Link Needs & Strengths

1. Identify the goal. What change will happen to the child/youth and family?
2. Identify the needs that are getting in the way of the goal (target needs)?
3. Identify the background needs.
4. Link associated background needs to target needs/objectives and interventions.

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ACTIONABLE NEEDS		
Background/Context Needs	Target Needs	Goals/Anticipated Outcomes
Static needs – things that cannot change <ul style="list-style-type: none"> Identified needs that inform our focus and choice of services and supports. Background needs may require attention in order to prevent other needs from occurring. 	Causes <ul style="list-style-type: none"> Effective services/supports around these needs will likely result in direct change of the need. Changes in these needs also likely to change Goals/Anticipated Outcomes. Plan objectives will directly target these needs. Can include strengths to build. 	Effects <ul style="list-style-type: none"> Needs expected to shift as a result of effectively addressing the target needs.
Needs we cannot change	Needs we can change	Needs that shift as the effect of change

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ACTIONABLE NEEDS		
Background/Context Needs	Target Needs	Goals/Anticipated Outcomes
<ul style="list-style-type: none"> COMPLETE FOR JULIA 	<ul style="list-style-type: none"> COMPLETE FOR JULIA 	<ul style="list-style-type: none"> COMPLETE FOR JULIA
Needs we cannot change	Needs we can change	Needs that shift as the effect of change

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Planning Around Needs

- For both Actionable Needs (ratings of 2) and Needs Requiring Immediate Intensive Action (rating of 3) the process is the same.
- When planning around needs simply...
 - Focus on the treatment target
 - Define an intervention, activity, or series of action steps that address the treatment target
 - Articulate the targets you expect to hit or the change you expect to see (measurable and achievable).

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Centerpiece Strengths

- A well developed strength; may be used as a protective factor.
- Can be linked to a target need to facilitate change.
- Includes Safety/Acts of Protection by a parent.

When linked to need, strength effects change

Useful Strengths

- Strength that is evident, but requires effort to maximize it.
- Can be linked to a target need to facilitate change.
- Includes parents' Supporting Strengths that do not meet the level of Safety.

When linked to need, strength effects change

Strengths to Build

- Strengths that require building efforts before they can be useful for the individual.
- May be something important to build and by doing so, support change on a target need.

If built, strength can support change

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Planning Around Strengths

- For both Useful Strengths and Strengths to Build the process is the same. When planning around strengths simply...
 - identify the strength that is useful or that you would like to build
 - define the presumed benefit of the using or developing the strength
 - articulate the steps related to using or developing the strength

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What has worked well in the past?

Help child/youth/family/team identify what has worked well in the past. This provides direction in planning and **can help to further articulate strengths**:

- What has the child/youth/family done in the past that has helped with particular needs?
- What solutions have the child/youth/family tried in the past that have worked even for a short time?
- What have people in your community/natural supports done that has worked to improve this situation?

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Centerpiece Strengths	Useful Strengths	Strengths to Build
<ul style="list-style-type: none"> • Complete for Julia & her family 	<ul style="list-style-type: none"> • Complete for Julia & her family 	<ul style="list-style-type: none"> • Complete for Julia & her family
When linked to need, strength effects change	When linked to need, strength effects change	If built, strength can support change

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Clustering Needs towards Creating a Plan



- Choose activities, services and supports to address the target needs.
 - What will improve as a result of your intervention? Identify those anticipated outcomes.
- Cross-check your activities, services and supports with useful strengths.
 - What activities can bring out these strengths?
- Check on absent strengths.
 - How must those be factored in?
 - If developed, how can these strengths support the child/youth?
 - What activities could develop these strengths?

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TCOM GPS ... Support



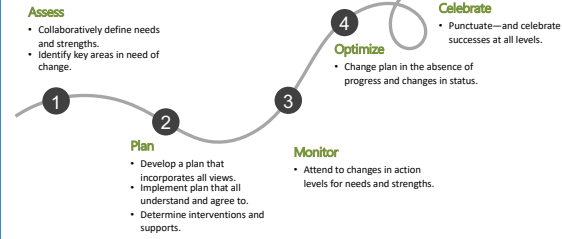


Support

- Practice using CANS-NY in communication with youth and family
- Use CANS-NY data as feedback on intervention impact and to monitor progress
- Practice using TCOM data to support professional development and program management

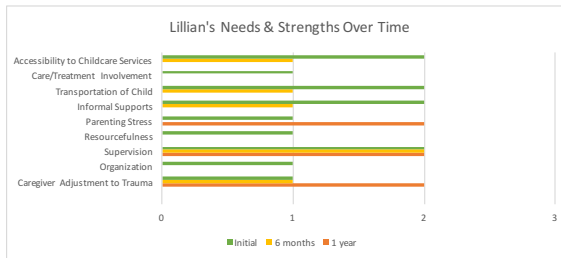
81

Attending to Progress: Individual Level



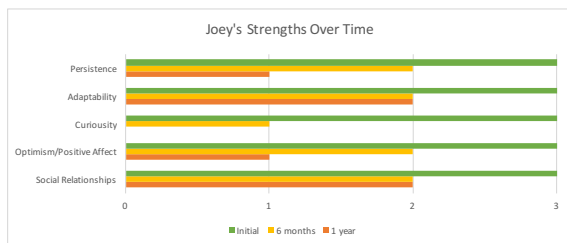
82

TCOM Data Use: Individual Level (Caregiver)



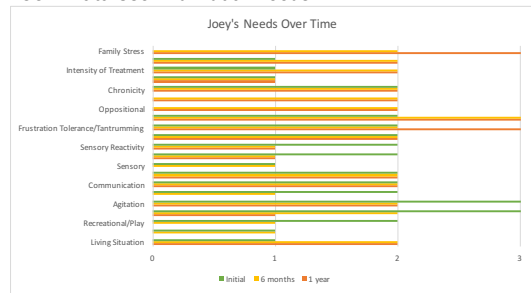
83

TCOM Data Use: Individual Strengths



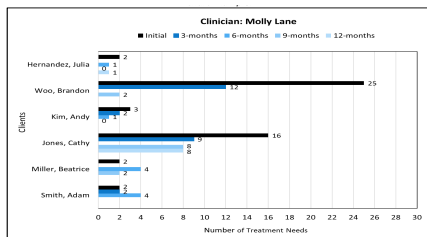
84

TCOM Data Use: Individual Needs



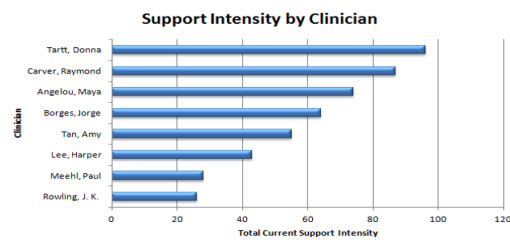
85

TCOM Data Use: Provider Level

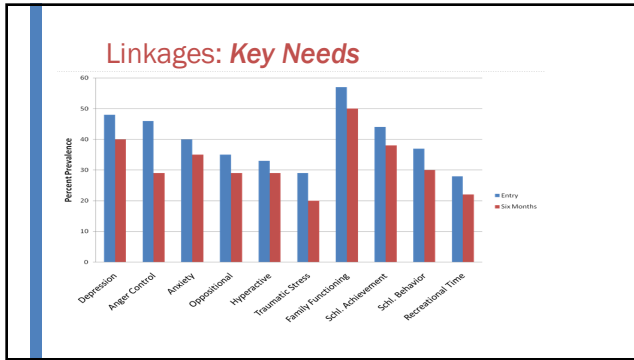


86

TCOM Data Use: Supervisory Level



87



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TRAINING AND CERTIFICATION: Q&A

Fb: twitter: @Praedfoundation tcomconversations.org

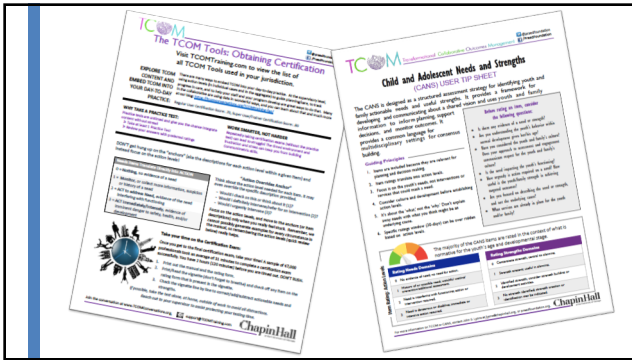
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Certification GPS ... Support from the CANS-NY Institute

Support

- Examples of coaching networks and strategies exist across the international TCOM collaborative.
- Ongoing learning and teaching resources are being added to tcomtraining.org.

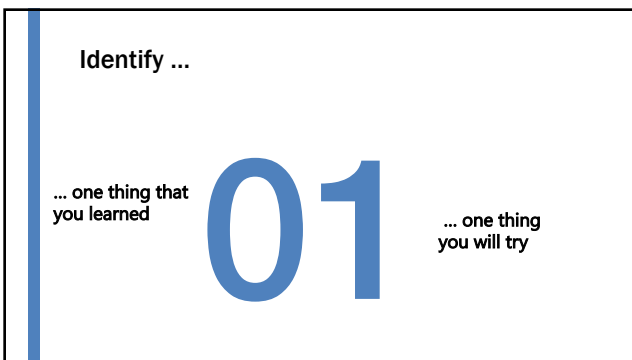
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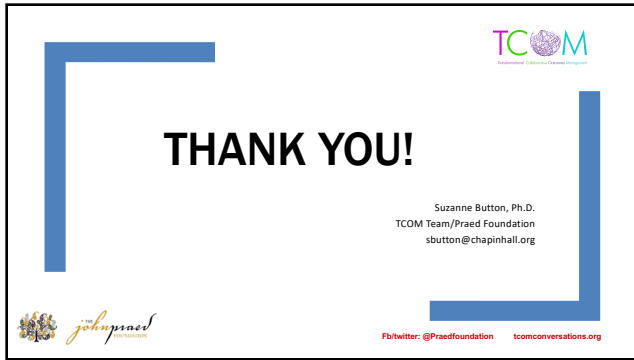
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